

ARMY KNOWLEDGE MANAGEMENT

OPERATING AS THE ARMY ENTERPRISE

To optimize knowledge sharing and effect more rapid decision cycles, The Army recognized that it was essential to operate its infostructure as an enterprise. To this end, The Army took the following steps to move the organization along the path of enterprise information management:

- The Army CIO Executive Board, composed of the CIOs of the major commands, was established in April 2001 as the premier governing body for all CIO-related issues.
- The Army's senior leadership fully champions enterprise information management. The Chief of Staff and the Secretary of the Army signed an Army Guidance Memorandum on August 8, 2001, establishing enterprise authority and taskings for CIO-related activities.

FEATURES OF THE ARMY'S JOURNEY TO A KNOWLEDGE-BASED FORCE

The AKM Strategic Plan identifies five major knowledge management goals designed to swiftly move The Army toward the objective of a knowledge-based organization.

Adopt governance and cultural changes to become a knowledge-based organization.

- A knowledge-based force requires an enterprise management perspective focusing on the governance changes inherent in the shift to enterprise—rather than decentralized—infostructure operations.
- The Army has just established centralized management of IT funding, effective in Fiscal Year 2002, and will designate a single operations and management authority to oversee the enterprise infostructure by early Fiscal Year 2002.

Integrate knowledge management concepts and best business practices into Army processes to improve performance.

- e-Business concepts, combined with knowledge exchange, facilitate The Army's ability to share information quickly and easily (both internally and externally) resulting in more effective problem solutions and better decisions.
- Outreach to DoD, industry, academia, and professional societies will improve the incorporation of best business practices into Army processes.
- The Army enterprise portal, Army Knowledge Online (AKO), is the official gateway for knowledge centers and communities of practice throughout The Army. A new program of partnering with The Army's functional communities through an active liaison/exchange program facilitates knowledge exchange and enterprise-wide access to and availability of applications.

Manage the infostructure as an enterprise to enhance capabilities and efficiencies.

- Managing The Army's global infostructure at an enterprise level will involve consolidations but will result in increased capabilities and economies for The Army. Expected results include reduced costs, improved information access, increased security, and better configuration management.
- The Army will release a Request for Information in Fiscal Year 2001 to solicit best business practice solutions on enterprise infostructure management from the private sector.

Institutionalize Army Knowledge Online (www.us.army.mil) as the Enterprise Portal to provide universal, secure access for the entire Army.

- AKO is the single point of entry for knowledge exchange throughout The Army, existing on both the NIPRNET [AKO] and SIPRNET [AKO-S].
- By October 1, 2001, AKO will be able to support AKO accounts for all 1.2 million members of The Army (active, reserve, National Guard, and civilian).
- Major commands and Army functional managers will streamline and webify their applications for placement on AKO by July 2002.

Harness Human Capital for the Knowledge-Based Organization.

- The Army is People. We plan to provide our military and civilian personnel with the learning opportunities, career-building tools, and mentoring relationships to improve their value to The Army and the nation.
- Innovative programs in the areas of recruitment, retention, and continuous learning are underway to reshape our workforce.



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**ARMY
KNOWLEDGE
MANAGEMENT...**
The Strategic Transformer

ARMY KNOWLEDGE MANAGEMENT

THE STRATEGIC TRANSFORMER FOR THE ARMY

VISION

A transformed Army, with agile capabilities and adaptive processes powered by world-class network-centric access to knowledge, systems, and services, interoperable with the Joint environment.

OVERVIEW

Army Knowledge Management (AKM), an integral part of The Army Transformation, is changing how The Army does business. AKM intends to improve decision dominance by our warfighters and business stewards—in the battlespace, in our organizations, and in our mission processes. The AKM strategy uses Army Knowledge Online (AKO) (<http://www.us.army.mil>) as the single point of entry into a robust and scalable Knowledge Management System that currently includes a portal, content management software, e-mail, 30 knowledge centers, and a people locator, with more features to be added in the near future. Target objectives will:

- Expedite the transformation to e-Business and implementation of best practices to improve effectiveness and efficiency of our business processes
- Link functional and major command portals and applications to the central AKO portal to facilitate a "user-friendly" environment
- Support knowledge centers and communities of practice to effect a faster, more accurate decision cycle
- Provide every soldier and civilian a permanent e-mail address to facilitate information sharing
- Encourage smarter management of our infrastructure to assure enterprise-wide knowledge access, security, economies of scale, and configuration control.

AKM IS AN ELEMENT OF THE ARMY VISION

The Army Transformation Campaign Plan (TCP) integrates and synchronizes all elements of The Army Vision, detailing Army-wide transformation efforts and maximizing the effectiveness and efficiency of those efforts. The AKM Strategic Plan is linked to and synchronized with the TCP to incorporate technology and leverage streamlined knowledge processes into the transformed Army. Three components form the foundation for AKM to build, grow, and develop:

- **Change Catalysts:** Innovative policies, governance structures, and culture changes that create a network-centric environment and a knowledge-based force.
- **Intellectual Capital:** Expertise, insight and experience that reside in the workforce—military, civilian, and industry partners – coupled with new strategies for harnessing human capital.
- **Infostructure:** Hardware, software, and communications information technology (IT) that assures universal access, security, privacy and reliability of systems.



<https://www.us.army.mil/akm>

AKO User ID and Password required. Visit www.us.army.mil to register.